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CIA CAREER COUNCIL

22d Meeting

19 April 1956

DCI Conference Room  
Administration Building

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CIA CAREER COUNCIL

22d Meeting

19 April 1956

DCI Conference Room  
Administration Building

Present

Lyman B. Kirkpatrick  
IG, Acting Chairman

[REDACTED]  
COP-DD/P, Alt. for DD/P, Member

25X1A9a

H. Gates Lloyd  
ADD/S, Alt. for DD/S, Member

[REDACTED]  
D/OC, Member

25X1A9a

[REDACTED]  
SA/DDI/AD, Alt. for DD/I, Member

25X1A9a

[REDACTED]  
AD/TR, Alt. for DTR, Member

25X1A9a

[REDACTED]  
DD/Pers, Alt. for D/Pers, Member

25X1A9a

[REDACTED]  
Executive Secretary

25X1A9a

[REDACTED]  
Reporter

25X1A9a

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. . . . The 22nd meeting of the CIA Career Council convened at 4:00 p.m., on Thursday, 19 April 1956, in the DCI Conference Room, Administration Building, with Mr. Lyman B. Kirkpatrick presiding . . . .

MR. KIRKPATRICK: Gentlemen, shall we come to order?

We have quite a bit of new business which is not on the agenda, so I suggest we dispense with the new business first.

Are there any corrections or amendments to the minutes of the 20th and 21st meetings?

I have a question, Rud, on the minutes of the 20th meeting. On page 2 it is stated: No member of the Suggestion Awards Staff, Records Management Staff, or Organization and Methods Staff would be eligible for any award for an improvement suggestion. Well, isn't that all of the Management Staff, then?

25X1A9a [REDACTED] No. There's the Regulations Control Staff--

MR. KIRKPATRICK: Why do you exclude the Records Management people?

25X1A9a [REDACTED]: This was [REDACTED] recommendation, and it was in the 25X1A9a Staff Study.

25X1A9a [REDACTED]: That would be the fellow working with forms, etc., and I have heard John say he thinks he's too close to efficiency problems.

MR. KIRKPATRICK: Any other comments? [No response]

If not, these minutes stand approved. ✓

There are several other items of new business which we will take up now.

Our legislative bill has been presented to the Congress. It was sent up by letters to the Speaker and the Vice President, so it is now in Congress and it will be referred to the House and Senate Post Office and Civil Service Committees and we are hopeful we will get some action on it possibly this year. ✓

The Director has approved the Staff Study and recommendations on Honor Awards, and approved the Certificate of Merit. So that is completed action. ✓

25X1A9a [REDACTED] has suggested that I apprise you of the general status of membership in the Career Staff, and the statistics are somewhat as follows:

25X9A2 [REDACTED] persons on duty as of the end of March of this year were eligible for member-

25X9A2 ship; [REDACTED] of these have been accepted. Now of the balance the most important figure is 817 - the applications that have not yet been returned. These could be the people that haven't signed the application because they are not taking any ✓

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action or if they have taken action their Career Service hasn't yet forwarded a recommendation. Now it is possible some of these may be bottled up in Career Service Boards, and I think the members of this Board would do a service if they would just needle their respective areas to make sure your Boards aren't sitting on any of these. [REDACTED] applications have been returned with recommendations, that is, 75% of all of those eligible--

25X9A2

25X1A9a [REDACTED]: 75% of those received have been acted on.

MR. KIRKPATRICK: There has been a lot of comment around the Agency that people signed the application and then didn't hear anymore. But, actually, that is a good record, because it was a tremendous administration problem.

25X1A9a [REDACTED]: Also, we will never get closer than 90%, because of the applications in the pipeline.

25X1A9a MR. KIRKPATRICK: [REDACTED] says by June 30th the backlog will be cleared, and they will be working on them as they come in.

129 have been turned down. 28 of these were in the category or under the heading of intent; in other words, the Boards and Selection Panel thought the intent as expressed wasn't in consonance with the spirit of the Career Service. That is 13%. 56 were turned down on the basis of performance; in other words, 48% or just about half were turned down because of performance. And 45 persons, or 39%, were turned down on the basis of conduct.

I think one thing that is fairly evident is that this has resulted in a selection process which should improve the general caliber of Agency personnel.

June 30th of this year the membership of the present Selection Board will expire. In order that we won't be caught, as we were last year, with the Selection Board unselected at the end of the year, it might be very advantageous if the Boards started considering today, for action here at a meeting in May, as to who the nominations should be and the members should be on the new Selection Board. Just for your information the members of the present Board, who have been serving for this Fiscal Year, are: [REDACTED]

25X1A

25X1A

25X1A as alternates; Baird and [REDACTED] from the DD/S, with Garrison and Saunders as alternates.

25X1A9a [REDACTED] how about hearing from you as to whether you think any members should succeed themselves?

25X1A9a [REDACTED] I don't. I think in a year they get enough to

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provide all the continuity that is needed.

25X1A9a [REDACTED]: If we have a completely new Board, however, we might have a complete break in continuity, with a different philosophy--

25X1A9a [REDACTED] Then change half the Board.

MR. KIRKPATRICK: Each Deputy change one member and one alternate.

25X1A9a [REDACTED]: Do the alternates go to every meeting? Are they trained into this?

25X1A9a [REDACTED]: I think every alternate has <sup>been</sup> to be at at least one meeting.

25X1A9a [REDACTED] Mostly the principals are there for every meeting.

25X1A9a [REDACTED]: For example, at this next meeting three from the DD/P

are going to be out of town, so we will have a quorum but we will have only one

25X1A person from the DD/P. [REDACTED] are going to be out of town and John

25X1A9a [REDACTED] is on a special project meeting at 3:00 o'clock, so [REDACTED] will be the 25X1A9a only person from the DD/P who will make it.

MR. KIRKPATRICK: Can't you defer the meeting?

25X1A9a [REDACTED] We can but we would like to have a meeting before the end of the month. I just got this news at noon today.

MR. KIRKPATRICK: What about the time burden, [REDACTED] 25X1A9a

25X1A9a [REDACTED] For awhile it was kind of rough - a matter of meeting every week - but we're over the hump pretty much now.

25X1A9a [REDACTED] In the beginning we met quite often to get the philosophy and the procedure going. Now we meet once a month and the meeting lasts an hour or an hour and a half. And you know better than I [REDACTED] indicating [REDACTED] the home work involved. Two hours or more? 25X1A9a

25X1A9a [REDACTED] Not over that.

MR. KIRKPATRICK: Two hours for a meeting and two hours for homework each month?

25X1A9a [REDACTED] That's not bad.

MR. KIRKPATRICK: There is another advantage in moving people in and that is for educational purposes.

25X1A9a [REDACTED] This of itself isn't much of a burden, but when you add it to the Career Council meetings and Employment Review Boards--

MR. KIRKPATRICK: Would the Council be willing to agree that the three deputies will come up with their candidates by the May 17th meeting? That

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will give us just about six weeks to process it through.

25X1A9a [REDACTED] With instructions to change only one of them, so that you get continuity?

25X1A9a [REDACTED] What have we decided? You want a new alternate?

[REDACTED] In your case, Dick, I think it makes a difference. For two years the chiefs of senior staffs have been the members and the chiefs of divisions have been the alternates. Now if you move them up that will change that pattern. In the case of the DD/I and the DD/S there is no particular pattern, except that they are supposed to be either heads of offices or deputies.

MR. KIRKPATRICK: The DD/S people are all heads of offices, and in the DD/I area there is one of each - one AD and one deputy AD.

25X1A9a [REDACTED] I would think if you moved up one of the alternates and put in new alternates you would have it about the way you wanted it.

25X1A9a [REDACTED]: You will have two - both alternates moved up--

[REDACTED] One man moves out entirely and an alternate moves into a regular member's spot, and another alternate is appointed. Is that all right?

25X1A9a [REDACTED] Yes.

MR. KIRKPATRICK: I think that is fairly sound. ✓

25X1A9a MR. LLOYD: Are these alternates "backers-uppers" for each one or--

[REDACTED]: They're interchangeable. In other words, if [REDACTED] 25X1A9a

25X1A9a [REDACTED] are not available--they are, theoretically, the FI side

25X1A of the house--then [REDACTED], theoretically the PP side of the house, are perfectly competent from a Board point of view.

MR. KIRKPATRICK: Rud, so we can take action on this, why don't you get from the deputies their candidates before the May 17th meeting, and simply bring the notice in for approval by this Council at that meeting. I notice this last one came out on 8 September 1955 for appointments starting 1 July.

25X1A9a [REDACTED]: That was because of vacations, and so forth. You couldn't get anything processed during the summer.

MR. KIRKPATRICK: Any other comments on the Selection Board?

25X1A9a [REDACTED]: It might be worth noting that some of our most difficult cases will be coming before the new Selection Board.

25X1A9a [REDACTED]: Among these 817 which haven't come back I believe are some of the knottiest cases, which the Career Services have not yet resolved in their own minds.

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25X1A9a [REDACTED] Is the hypothetical case you brought up at the last meeting coming up?

25X1A9a [REDACTED] Yes. [REDACTED] will bring that up to the Selection Board next Wednesday. 25X1A9a

MR. KIRKPATRICK: The next subject is the nominations for the National War College. Apparently the Treasury was given a slot which they were unable to utilize, so we suddenly have come back into our third slot, which we, of course, have been writing for to the Joint Chiefs of Staff and hoping for. I gather, from what I hear, we are embarrassed by riches inasmuch as our alternates apparently are not available. Is that true of [REDACTED] 25X1A9a

25X1A9a [REDACTED] Yes. The situation, Kirk, is this, that [REDACTED] is scheduled 25X1A9a  
25X1A6a to go to [REDACTED], and considering the state of the world right now it seems desir-  
25X1A6a able that he go to [REDACTED]. The second fellow--[REDACTED]--who has been overseas for 25X1A9a  
about five years now, has been scheduled to move into a senior job with [REDACTED] 25X1A9a  
25X1A9a so that [REDACTED] in turn, can do a hitch elsewhere, which he very much wants  
25X1A9a to do. And since [REDACTED] has never carried the load here in Washington at all,  
it makes it a little bit rough to just have him go toodling off for a year right  
now. So we come down to the third alternate, and [REDACTED] tells me he is 25X1A9a  
scheduled to go overseas, so he has been taken out of consideration--isn't that  
right, Von?

25X1A9a [REDACTED]: Yes.

25X1A9a [REDACTED]: So that if I understand correctly what is before us is to decide who does go.

MR. KIRKPATRICK: The point I am thinking of, Dick, is that we already have a DD/S and a DD/I man going. Do you want to waive any consideration of your other alternates?

25X1A9a [REDACTED]: As a matter of fact, I couldn't be more uncomfortable about the whole situation, and the circumstances.

. . . Off the record . . .

MR. KIRKPATRICK: Would the Council entertain a suggestion saying that we all agree on the importance of this and that we will meet next week for the specific purpose of personally seeing these three candidates--

25X1A9a [REDACTED] Couldn't we even broaden it and see some of the others, too, and run their pitch out?

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MR. KIRKPATRICK: I am sure we can.

Von, do you want to add any others?

25X1A9a [REDACTED]: No, I think this will do us.

MR. KIRKPATRICK: Then, gentlemen, why don't we agree that we will see the six next week on Thursday, and should the DD/S come up with any candidates they wish to add, the Council will go along with that.

25X1A9a [REDACTED]: Dick, do you want to add any others?

[REDACTED]: Not right now.

[REDACTED]: I will see that word gets over to the college that we are having technical difficulty but we will have a candidate.

MR. KIRKPATRICK: I think you can tell them we will have a candidate by a week from tomorrow, because if the Council approves the Boss will go along--

25X1A [REDACTED]: The ones I would like you to invite as of now are [REDACTED] 25X1A9a

25X1A9 [REDACTED] is out, and [REDACTED] is out, too. 25X1A9a

25X1A I would like to make a remark for the record. I would hope that since [REDACTED] is well-qualified to go and has been asked not to go in the interests of his job, that he be given favorable consideration when next he has an opportunity to apply, and that therefore it be made a matter of record in this Council meeting that he do be given favorable consideration, since this was not his choice that he not go at this time.

25X1A9a [REDACTED]: Yes. He expressed that to me.

MR. KIRKPATRICK: Now the last item of new business is on the subject of future action, and I would like to express an ex officio--not as Chairman of the Career Council--opinion on this. I think one of the great advantages of this Council is the fact that it is here and exists and can meet and cope with Career Service problems. Consequently, I feel very strongly that there are enough Career Service problems in the Agency so that we could all afford to spend one hour every two weeks, plus the necessary time for homework--which I find is just about another hour--doing this, and I would like to see the Council right on top of a lot of problems - to wit: I am sure the Regulations Control Staff hangs me in effigy periodically because I think I probably "non-concur" in more regulations quicker than anybody else - often it's for very specific reasons, as to the content of the regulations; sometimes it is based on policy. I shot one back at them that came over--so quickly that I hope they will have a chance to recall all the rest of the copies--on "Employee Conduct - General Disciplinary Action." Now if there was ever

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a regulation that should be written for this Agency and that I think should be a subject for Career Council discussion, it's exactly that. There is a second principle involved in that, in that I am very reluctant to see us tie ourselves too tight by regulation, saying "If you turn right, we do this" and "If you turn left, we do this." And this is a good case in point, this particular regulation. The whole burden of my point is that I think that is the sort of thing the Career Council should be on top of right away, just as this Career Planning thing this afternoon is.

25X1A9a [REDACTED], I understand you have competitive promotions coming along, which I think is very, very important. I have just delivered myself of a slight piece of philosophy to the Deputy Director on this subject, but it was specifically limited to supergrades - and can we schedule that for May 17th?

25X1A9a [REDACTED] I would like to try for the 17th, and put it on the agenda one week before, if we can make it. The status of it right now is that it has been rewritten and we are ready to start on Monday with the first review of it in the Office of Personnel; and then following that we would like to review it, at least a little, with several other offices.

25X1A9a MR. KIRKPATRICK: If the Council will go along with me--particularly [REDACTED] who have labored in this vineyard with me over quite a few years now--I think we ought to have a scheduled program for the Council, scheduled ahead--

25X1A9a [REDACTED] On this competitive promotion I'm going to have to have a lot of advice, and I'd like to have it at least a week before we discuss it in a Council meeting.

25X1A9a [REDACTED] I think it makes sense, Kirk. I must say I am aghast at the plethora of regulations that come rolling out.

MR. KIRKPATRICK: 965 Agency regulations are in effect as of this date. I have one man on my staff, a lawyer, who spends a good portion of his time reading every regulation that is proposed and relating it back to all the other regulations and all the other notices, and I'm just afraid we are going to get ourselves so "regulation bound" that everytime we sneeze we will break a regulation. The trouble is that it invalidates the whole system if you get yourself so bound up that when you act why you in effect are either breaking one or changing one.

25X1A9a [REDACTED]: I think we should put on a ceiling of 500 regulations.

[Laughter]

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MR. KIRKPATRICK: You know, Gates [Lloyd], I don't mean to be sarcastic about this, but it is going to take something like a Commerce Clearing House service to find out where people go for these regulations. Here is a proposed agenda schedule: 3 May - National Defense Executive Reserve, selection of candidates for Harvard and Norfolk and nominations to the Selection Board. Proposed program and schedule for the Career Council on 14 May: Career Council conference with heads of Career Services and operating components to inaugurate the Agency's career planning system. 17 May - competitive promotion. I think that is a good start.

25X1A9a

[REDACTED] We can't guarantee the 17th of May at this point, however.

[REDACTED] There are so many new principles in the promotion policy.

25X1A9a

MR. KIRKPATRICK: I think [REDACTED] is absolutely right, that that is one on which everyone is going to need a lot of time to consider after it is written.

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CIA CAREER COUNCIL (22d Meeting)  
Thursday, 19 April 1956

Item 3 of the Agenda: Individual Career Planning

MR. KIRKPATRICK: Shall we go to Item 3 of the agenda, "Individual Career Planning"?

To start the ball rolling, I think this is a good ~~to~~-step forward.

25X1A9a [REDACTED] do you have any comments?  
25X1A9a [REDACTED] *Provided we take a half-step backward!*

I am speaking of experience only in my own shop, and having an individual prepare his own plan or to collaborate, I think should be permissive and not a requirement. Because once I have told a man, "You draw up your plan" - and he says, "I want to go to such and such a college, and then after that to such and such a place" - he thinks if you have solicited this, you are going to be responsive to it.

MR. KIRKPATRICK: I agree.

25X1A9a [REDACTED] And he is probably over-ambitious and he estimates his capabilities too high, and then you are going to have heartaches if not pretty strongly expressed gripes if he doesn't get what he wants. That is one point-- permissive, yes.

MR. KIRKPATRICK: I think that is very sound. Does anybody disagree with that? [No response.]

25X1A9a [REDACTED] Second, I don't think it should ever be shown to him.

25X1A9a [REDACTED]: You are striking at the heart of the whole idea here, that if we exclude the man from this whole process--

25X1A9a [REDACTED]: Don't exclude the man but don't give him a form to fill out in which he is allowed to express all the things--

MR. KIRKPATRICK: Isn't what you are saying - don't show him what his supervisors said.

25X1A9a [REDACTED] Don't let him think this is an approved plan and give him the opportunity for saying you haven't kept faith. Collaborate, yes--the supervisor should talk with them, as they are permitted to do, and they are permitted to come before their Career Service Board and outline what they would like to do, and those overseas submit a "Home Leave & Reassignment Request" in which they state what they have been doing and what they would like to do in their next assignment. Sometimes they say they would like to confer with the Career Service

ITEM 3 - INDIVIDUAL CAREER PLANNING

Board. The supervisor then says on that form how well this man performed his assigned duties and what he thinks about the man's potential. This is the result of a discussion between a fairly senior supervisor and the man. Most of my places aren't large, so there is a close tie there. Here at home the senior man at the Signal Center knows every cryptographer in the Agency all over the world, and he has a plan for them, and the higher up the more detailed the plan. When they come back he talks to them, and when either he or his deputy goes out to the field they talk to him about what he next should do. In the Operations and Training Division and the Engineering Division each have responsibility for the technical people, on the one side, and the operating people on the other side, and they are playing "put and take" - where are we going to rotate this man? How does he compare with the others? So the individual is not cut out. But if there is a plan set up for him, he is going to be awfully unhappy if that plan doesn't materialize.

MR. KIRKPATRICK: Well, I have two thoughts in that connection. I think your objective is exactly what we all have. I would take this sheet, which is the proposed "CAREER PLAN" that the Office of Personnel worked out - I would take the comments of the supervisor and the comments of the Career Service and put them on the back of the sheet, and do it all with one sheet of paper.

Now, you have a caveat at the very bottom of the paper:

"I understand that the implementation of my career plan may be affected by the needs of the Agency as well as by my performance, capabilities and interests."

I would double that caveat.

25X1A9a [REDACTED]: I would like to strengthen the wording of it, also.

MR. KIRKPATRICK: I think we should have at the very top of the paper:

"This is a suggested plan for the development of an individual career."

25X1A9a [REDACTED]: Could I suggest we take out the word "plan" and substitute something like "career proposal" - just in the fact that the very word "plan" gives an individual a sense of something that is contractual.

MR. KIRKPATRICK: How about "career outline"? An outline is not a definite thing.

25X1A [REDACTED]: I think that takes some of the sting out of it. My offices are scared of just the very thing the General is talking about.

25X1A9a [REDACTED]: The reason I said make it permissive is because there will be cases when we will want the man to come in and say what he would like to do.

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MR. KIRKPATRICK: I think we all agree on the permissive part of it.

I think you can do it with senior people, who are understanding.

25X1A9a [REDACTED] On the other hand, I can't write a plan that is any good the day after it is written, for a great many of my people, but I can write a career plan or pattern for types of individuals. Let's say radio operators--

25X1A6a we have a policy we will not send a new radio operator to [REDACTED] or single

25X1A6a man stations. After a tour at some of the larger stations overseas, like [REDACTED]

25X1A6a [REDACTED] then we will offer him one of these places, and we can't

25X1A6a keep more than one tour ahead of where he is. For example, the man in [REDACTED] - his tour is up in August, and now I've got to ask the DD/P - "Do you want that man there at the expense of a man in the hot Middle East area?" And I may have to

25X1A6a turn around and send the man to [REDACTED]. So a pattern for radio operators, yes.

After they have had a tour as a GS-6 or GS-7 radio operator and they develop supervisory responsibilities, they begin to stand up from the group, and then we begin to put them in a place where they have supervisory responsibilities, and the man who didn't show that is just another radio operator.

25X1A9a [REDACTED] Would this help us - to apply a principle which is already established across-the-board - everybody who is overseas, according to regulation--and this went through the Career Council a year ago--fills out an overseas returnee questionnaire in which he states what he would like to do, his preferences, and so on. No commitment is made on it. Now if you apply that same principle to headquarters, so that it isn't an overseas questionnaire, then you have a career planning questionnaire, or whatever you want to call it, in which the individual says what he wants and has the opportunity to say what he wants, just as everybody overseas right now does and is required to do that. Then you have this document for everybody in the Agency as to what they would like to do, and the development of such a career plan could be done, as you say [REDACTED] indicating

25X1A [REDACTED], without necessarily showing that part of it to the individual.

I mean, you could work out a system whereby--

25X1A9a [REDACTED] A "preference statement" - what schools he wanted to go to and his preference as to geographical areas and stations, like in the Army, and they filled that out each year and sent it to the Adjutant General.

25X1A9a [REDACTED] In other words, we could apply this questionnaire in the same way as we do for overseas personnel now.

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25X1A9a [REDACTED] Well, this form right here, if you didn't call it a "Career Plan" - call it a "Preference Statement."

MR. KIRKPATRICK: A "Career Preference Statement" or a "Career Management Outline" - or something like that.

25X1A9a [REDACTED]: Because then he says what he would like to do--

25X1A9a [REDACTED]: Actually, we have our forms here for the Office of Train-

25X9 ing, and we have done this now for [REDACTED] people, or something of that sort, and it has followed this mechanism exactly; that is, the man and the supervisor discussing what future there is in what he is doing or where might he best go next, to the best interest of the Agency, the office and the individual, and then the individual, in trying to balance all of those things off, coming to the Career Board. We had a meeting this week where was discussed the career plans for one whole school of the office. We find the individual needs to know what has happened, and they want to know: Is this a good plan or not? And will there be any chance of this development, or not? So the individual does find out what the Career Board thinking is. And, actually, we haven't had any difficulty about people being disappointed about their plans. In some cases we just said, "This is a pretty ambitious training program, and it's completely out of order" - and they buy that.

25X1A9a [REDACTED]: But the problem is not so much--and I would say this in

25X1A9a support of what [REDACTED] had to say--that a fellow doesn't mind so much what assignment he has here in the United States, but if he's going to [REDACTED] in- 25X1A6a

25X1A6a stead of [REDACTED] this becomes an issue of no small moment, and then all hell starts to break loose, and his wife is mad, his children are mad, and his cousins are mad.

25X1A9a [REDACTED]: Isn't that more specific than this would go? I don't think you would be naming stations for your people.

25X1A9a [REDACTED]: It wasn't intended to do that, in preparing this form. Don't underestimate these characters who are going to be doing this. They will want to use this as a "device." This isn't something they are going to philosophize--

25X1A9a [REDACTED] If they prepare it themselves, there is no question about it - that is what will happen.

25X1A9a [REDACTED] You will find a footnote or something in parentheses writing this all out.

MR. KIRKPATRICK: Then do we agree that it should be changed from "Career Plan" to "Career Preference Statement"?

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25X1A9a [REDACTED] Or "Career Preference Outline."

MR. KIRKPATRICK: And, secondly, it will be known as a "guide" - and is not a contract or obligation, and it is completely optional as to what the individual should be shown or consulted with on it.

25X1A9a [REDACTED] When you talk to these people they just hear the things they want to hear. The recruiters will say, "There will be a lot of overseas" - and then when he gets in here and you want him to go overseas, he says, "No" - "he never said anything like that. He said there will be some overseas opportunities." He interprets it the way he wants to interpret it.

25X1A9a [REDACTED] Actually, I think the word "preference" emphasizes the individual, whereas if you said "Career Management Outline" that brings it down from the other direction more.

25X1A9a [REDACTED] "Management" sounds too firm. "Preference" is good.

25X1A9a MR. KIRKPATRICK: [REDACTED] do you have any other specific comments?

25X1A9a [REDACTED] Also, what I am trying to follow is the promotion of the best qualified. Now it depends on how the man shows up - what happens to him. I am putting it all over the place: This is competitive. If you can't compete you are not going to get these things.

That was all I had on this one, I think. I think most of this was pretty well written. It's a guide, and that sort of thing, and we agree that an Agency policy on career planning which would serve as guides to the Heads of Career Services, is good.

25X1A9a [REDACTED] Rud, I got this paper from you. Are these additional paragraphs? [Indicating additions to paragraphs 4 and 5 of Staff Study on "Individual Career Planning"]

25X1A9a [REDACTED]: Yes. I wrote this after our [indicating [REDACTED]] 25X1A9a conversation this morning.

MR. KIRKPATRICK: I think those paragraphs are good.

25X1A9a MR. LLOYD: I went over it with Red [Colonel White], and he buys this. [REDACTED] I have a couple of comments. There is a lot of uneasiness over putting the so-called "Career Plan" but what is now the "Career Outline" in the personnel folders.

MR. KIRKPATRICK: Can I make a comment on that, before you go any further? I think you are right, and I just read your memorandum on this subject, which you



addressed to the DD/S through me, and isn't the answer to that complaint that we've got to get that screw a little tighter on the handling of personnel folders? Because I do think leaving them out creates such an administrative problem - by depriving the office, which really should be the handling element, of an ESSENTIAL element, but that we ought to cope with it from an administrative point of view rather than compromising with the basic principle - which I think is sound.

25X1A9a [REDACTED] In other words, your thought is to put it in the folder but be much tighter about the folder.

25X1A9a MR. KIRKPATRICK: I have always felt that. And I think you will find me on record in the Personnel Office that I think a personnel folder should go to a very, very few individuals, because, as you said in your memorandum [indicating [REDACTED]], individuals can even read their own folders. I know one of the worst personnel problems we had was caused by a little jerk who read his own folder. I would like to see them handled the way the Bureau [FBI] handles their most sensitive files: they are released to only specific individuals and they're required to be returned on very short notice.

25X1A9a [REDACTED]: Putting them in the personnel folder would not make them available to anyone they would not otherwise be available to; in other words, no one in the other components can obtain DD/P folders except by DD/P permission.

25X1A9a [REDACTED] Well, I am going to yield on this point, in terms of Kirk's assurance, because we have retitled this paper, which takes some of the sting out of it, and these two things put together rather eases my mind on the whole problem. So let's assume, then, that since these two things are going to be done, it is going to be okay.

MR. KIRKPATRICK: Let me carry that a point further, because I think Vernon and Rud, as personnel technicians, can confirm the fact that there is a tremendous amount of paper on individuals that is not in the personnel folders which should be in the personnel folders but is holed up in some supervisor's file or branch files or division files. The crusade which I carry on in this direction is to get those papers into the personnel folders and then tighten up the handling of the personnel folders, so that that type of document only you and your staff and division chiefs, and perhaps as low as branch chiefs, can see, but, by gosh, no further - and the girl in the outer office, and everybody else, knows that they don't open those envelopes with those personnel folders in them, because they have

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a lot of highly confidential information in them. Now, admittedly, this is a "crusade"--

25X1A9a [REDACTED] What purpose is served by putting them in the Official Personnel Folders?

MR. KIRKPATRICK: I think the personnel folder should be the basic tool for personnel management, and if we are ever going to get out of the Personnel Office what we need, I think they have to be there.

25X1A9a [REDACTED]: One of the immediate objectives would be to monitor the progress of the program.

25X1A9a [REDACTED] And a more important point, to my mind--and this is a little nebulous, because we don't know how soon we can do it or what the mechanism will be--but at the moment we have a qualifications register where we code the qualifications of people, and in that register we're looking over our shoulder at what people were able to do or qualified to do a year ago. Now we believe that through a simple coding device--and I've talked with our coding people, and Vern and I talked about this, and we don't know when and what the workload will be, but through a simple coding device we can also look forward to two years from now. In other words, are we getting too many of this kind? Are we getting too many of that kind? Can we apply a corrective factor to bring our personnel planning back to this, so that a year from now we're closer to our bull's eye from a planning point of view. It's a long-range manpower utilization device and tool.

25X1A9a [REDACTED] But you will first hear from me that I need more cryptographers or I need more radio operators. So this would be redundant.

25X1A9a [REDACTED]: As far as communications technicians are concerned I am sure you will always know better than we will, but from the standpoint of intelligence officers--who are all over the place--

25X1A9a [REDACTED] This will mean another piece of paper for me, because I still want in the folder what we have here--because these are personnel actions and our reasons why we want this man to do this and that, and what he has done well in the past.

MR. KIRKPATRICK: Dick, do you have any other comments?

25X1A9a [REDACTED]: The only other comment had to do with using a standard form, and I sort of prayerfully pondered this and I think it has more advantages than disadvantages, so I will also set that one aside.

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MR. KIRKPATRICK: Von?

25X1A9a [REDACTED]: I think all of my questions have been answered here.  
What will be the title?

MR. KIRKPATRICK: Career Preference Outline.

25X1A9a [REDACTED]: And we're going to make it permissive as to whether the individual is shown the comments of the supervisor and the Career Service. I believe that should be permissive. But to get back to the individuals making it out, are we perhaps not going to run into trouble if some people have this made out for them and it is not discussed with them?

25X1A9a [REDACTED]: Everybody will make out his Career Preference Outline, right across-the-board.

25X1A9a [REDACTED]: But I think the individual must be in on it himself at that point, along with his supervisor.

25X1A9a [REDACTED]: When you change it to a Preference Statement rather than a Career Plan, then I see no objection to letting the individual--

25X1A9a [REDACTED]: We do it for everybody overseas anyway, and it's applying that same technique to everybody in headquarters.

25X1A9a [REDACTED]: What is permissive? Showing the comments? And then strengthen up the caveat and put it at the top.

MR. KIRKPATRICK: Because I think it must be made absolutely clear, and I think this paper comes a lot closer than anything we have had, that it is something that is flexible, and it is NOT mandatory, that it's a guide and an assistance.

25X1A9a [REDACTED]: Is it to apply to a given category, to start with?

MR. KIRKPATRICK: Yes, the 11's and 12's.

25X1A9a [REDACTED]: We would like to do it that way.

MR. KIRKPATRICK: The 11's and 12's plus anything else you can cope with--  
like Training and--

25X1A9a [REDACTED]: And Bob Amory wants to work on the 15's simultaneously.

MR. KIRKPATRICK: [REDACTED]

25X1A9a

25X1A9a [REDACTED]: I have no other comment except a minor point. On the top of this form where it says "Office of Assignment" - shouldn't that identify the Career Board that has jurisdiction?

MR. KIRKPATRICK: My answer to that is I think there are still some flaws in the format itself that can be ironed out.

25X1A9a [REDACTED]

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25X1A9a [REDACTED]: I would just like to mention here that we will have a proposal coming to the Career Council possibly in May, which may drastically change the use of personnel files.

MR. KIRKPATRICK: If it's in the right direction, I'm in favor of it.

25X1A9a [REDACTED]: May I ask a question about this form? It says, "Desired training (Paragraph A - immediate, 1 to 2 years; Paragraph B - long range)." What does the paragraph designation refer to?

25X1A9a [REDACTED] It's telling him to write a paragraph "A" on 1 to 2 years and a paragraph "B" about his long-range training.

MR. KIRKPATRICK: I would suggest on the form you just put one of those paragraphs on a line beneath the other.

25X1A9a [REDACTED] This entire form will be redesigned.

MR. KIRKPATRICK: I have one suggestion here on the "Conclusions" in the Staff Study, on revised page 5, paragraph 5.a.(4), where it says:

"Individual Career Plans should be filed, subsequent to review by appropriate officials, in the Official Personnel Folder of the individual concerned."

Now I have adopted the system, with these I've done in my Staff, of forwarding them on to the Deputy Director concerned when their career plan indicates they want to go into another component. And I think if you could work in here some way, where an individual's career plan or individual's preference indicates that he would like to serve elsewhere, this form could be used to alert the other Career Service Board that here is a candidate--and particularly if we make this a "preference" statement.

25X1A9a [REDACTED]: I've been thinking that we would need lots of copies of these statements, Kirk. I can see these scattered through the DD/I area in the hands of almost every Career Board in the DD/I, if the fellow has shown any interest. Why keep them at home? Put them out where they will do some good.

MR. KIRKPATRICK: It will shoot the morale up in some offices where you have people who are very desirous of serving elsewhere and there is not much prospect of doing it at the moment. I'm thinking of OO and OCR, where you have a lot of fairly good junior analysts who would like to broaden their career. And this is a good device for getting their name before the right Career Board.

25X1A9a [REDACTED] It would be useful to the Office of Training, because we have alternate people from the DD/P, and we would like to do it in turn.

MR. KIRKPATRICK: It seems to me, if the Council approves, then, we have reached unanimity of feeling for the Office of Personnel to proceed and finish up the work on this Staff Study and the form, and adding these paragraphs that were given you.

25X1A9a [REDACTED]: Has everybody had a chance to look at that?

25X1A9a MR. KIRKPATRICK: But I think the paper should come back once more.

25X1A9a [REDACTED]: I'd like to discuss this form with you informally

[indicating [REDACTED]]. I don't think it's adequate the way it is now.

MR. [REDACTED]: I would like to ask, and I hate to even mention the words, but I think we really need a task force to help on this form.

MR. KIRKPATRICK: I think that is perfectly fine.

25X1A9a [REDACTED]: Could we have one person from the DD/S and one from the DD/I and one from the DD/P. What do you think of that?

25X1A9a [REDACTED]: I would like to be in on it.

MR. KIRKPATRICK: I think the Regulation and the form your task force could do.

25X1A9a [REDACTED]: We can't do the regulation yet.

25X1A9a [REDACTED]: I think with the conclusions reached here today a regulation could be prepared--

25X1A9a [REDACTED]: I would like to make a commitment to have a new form and the Staff Study for 3 May, and then we can decide at that time when we pick up recommendation 6.c. of the Staff Study, where we give this to all the heads of Career Services and explain what we are trying to do.

MR. KIRKPATRICK: I think it would probably be better to do that before we do the regulation.

25X1A9a [REDACTED]: That is what I would like to do.

MR. KIRKPATRICK: And I think it is a very good idea to have this Council meet with the Career Service Boards.

25X1A9a [REDACTED]: And they should be in on the regulation, because they feel pretty strongly on this.

25X1A9a [REDACTED]: I want to be sure these "conclusions" are okay. Could we go over those? I just want to be sure this is what you want, and that we haven't missed something.

MR. KIRKPATRICK: I think they're fine, with the one possible suggestion I made that provision be made that they go through the suggested boards.

25X1A9a

[REDACTED] And you have changed the title.

[REDACTED] We changed the title and we will add this paragraph "a" at the top under the "CONCLUSIONS." In other words, this paragraph "a" will be the first conclusion, as being the most important one.

MR. KIRKPATRICK: Does anybody have any other comments?

25X1A9a

[REDACTED] I'd like to have put on the agenda sometime the whole business of "shopping."

MR. KIRKPATRICK: I think that is a good idea.

If there is no further business, the meeting stands adjourned.

. . . The meeting adjourned at 5:05 p.m. . . .

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